



ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Division of Children, Youth, and Families

Child Welfare Privatization

APPENDIX 2:
Survey Instruments for DCYF Workers, Providers &
External Stakeholders

A report prepared by McCullough & Associates, Inc.

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Child Welfare Privatization Survey: DCYF Staff

Tell US About Yourself

What is your current position within DCYF?	Human Service Worker	CPS Specialist	CPS Program Specialist	CPS Unit Supervisor	Assistant Program Manager/ Deputy Program Manager	District Program Manager
Please check one answer.						

2. How long have you been with DCYF?	Less than 1 year	1-2 years	3-4 Years	5-10 years	11-15 years	Over 15 years
Please check one answer.						

3. What is your major area of responsibility?	CPS Hotline	CPS Investigations	In-Home CM*	Out-of-Home CM	Independent Living CM	Adoptions CM	Adoption Subsidy CM	Management or Supervision
Check one that best applies to you at this time.								

*CM = Case Management

4. What does the term <i>privatization</i> mean to you?

Read the statements and circle the number that best describes how you feel about the statement. If you want to, also tell us why you feel that way.	Strongly agree 5	Agree 4	I don't agree or disagree 3	Disagree 2	Strongly disagree 1
5. If I had to choose an area to privatize, I would privatize the CPS Hotline function. Why?	5	4	3	2	1
6. If I had to choose an area to privatize, I would privatize CPS Investigations. Why?	5	4	3	2	1
7. If I had to choose an area to privatize, I would privatize In-Home Case Management. Why?	5	4	3	2	1
8. If I had to choose an area to privatize, I would privatize Out-of-Home Case Management. Why?	5	4	3	2	1
9. If I had to choose an area to privatize, I would privatize Independent Living Case Management. Why?	5	4	3	2	1
10. If I had to choose an area to privatize, I would privatize Adoptions Case Management.	5	4	3	2	1

Child Welfare Privatization Survey: DCYF Staff

Why?					
11. If I had to choose an area to privatize, I would privatize Adoption Subsidy Case Management.	5	4	3	2	1
Why?					

12. Implementation of privatization would make me concerned about my job security.	5	4	3	2	1
13. Implementation of privatization would be viewed b me as an employment opportunity.	5	4	3	2	1
14. I would never want to work for a private agency.	5	4	3	2	1

Why?					
15. I was aware of the legislative requirement before this meeting.	5	4	3	2	1
16. DES values the work that I do.	5	4	3	2	1
17. The Legislature values the work that I do.	5	4	3	2	1
18. In general, private agencies can provide higher quality case management services than the current system.	5	4	3	2	1
19. Privatized case management will cost less than the current DES system.	5	4	3	2	1

20. What are some of the possible benefits of privatization (list up to 3)?

21. What are some of the biggest challenges (or barriers) to privatization (list up to 3)?

22. What are the most important things for DES to consider when making a decision about privatization?

Child Welfare Privatization Survey: DCYF Staff

Rate Current Performance

23. Please check the box that best describes how you would rate DCYF performance.	Excellent	Very good	Fair	Not very good	Poor
1. The CPS Hotline function.					
2. CPS Investigations					
3. In-Home Case Management					
4. Out-of-Home Case Management					
5. Independent Living Case Management					
6. Adoptions Case Management					
7. Adoption Subsidy Case Management					
8. Procurement and contract negotiation with service providers.					
9. Establishing a level of mutual trust and respect with service providers.					
10. Monitoring contracts to ensure quality and compliance with contract terms.					

What Did We Fail to Ask...

Please provide any other comments that you think are important for DES to know.

[illegible]

Child Welfare Privatization Survey: Providers

Tell Us About Your Agency

Please check one answer.	Less than 1 year	1-2 years	3-4 Years	5-10 years	11-15 years	Over 15 years
1. How long has your agency provided services to DES children and/or their families?						
2. How long have you been in your current position?						

Check all that apply	In-Home services	Foster/Adoptive Home Recruitment Study & Supervision	Group/Residential Care	Adoptions	Independent Living Skills	Other (Describe)
3. Which services do you currently provide under contract with DES?						

Check one.	< 1 Million	1-2.9	3-4.9	5-6.9	7-9.9	10-12.9	> 13 Million
4. My DES contracts total:							

Check one.	< 10%	10-25%	26-50%	51-65%	66-80%	81-90%	> 90%
5. My DES contracts represent this % of my total budget.							

Tell Us What You Think

What you think the term <i>privatization</i> means?					
Read the statements and circle the number that best describes how you feel about the statement. If you want to, also tell us why you feel that way.	Strongly agree	Agree	I don't agree or disagree	Disagree	Strongly disagree
	5	4	3	2	1
1. If I got to choose an area for DES to privatize, I would choose the CPS Hotline function.	5	4	3	2	1
Why?					
2.If I got to choose an area for DES to privatize, I would choose CPS Investigations.	5	4	3	2	1
Why?					

Child Welfare Privatization Survey: Providers

Read the statements and circle the number that best describes how you feel about the statement. If you want to, also tell us why you feel that way.	Strongly agree 5	Agree 4	I don't agree or disagree 3	Disagree 2	Strongly disagree 1
3. If I got to choose an area to privatize, I would choose In-Home Case Management services.	5	4	3	2	1
Why?					
4. If I got to choose an area to privatize, I would choose Out-of-Home Case Management.	5	4	3	2	1
Why?					
5. If I got to choose an area to privatize, I would choose Independent Living Case Management.	5	4	3	2	1
Why?					
6. If I got to choose an area to privatize, I would choose Adoptions Case Management.	5	4	3	2	1
Why?					
7. If I got to choose an area to privatize, I would choose Adoption Subsidy Case Management.	5	4	3	2	1
Why?					
8. If case management was privatized my agency would be interested in providing the service.	5	4	3	2	1
Why?					
9. Privatizing case management would not affect how my agency delivers its current services.	5	4	3	2	1
10. If I did not get a case management contract, I would rather have DES retain case management than to have another private agency have case management for the children I serve.	5	4	3	2	1
11. I was aware of the Legislative requirement before this meeting.	5	4	3	2	1
12. DES values the services that my agency provides	5	4	3	2	1
13. The Legislature values the services that my agency provides.	5	4	3	2	1
14. In general, private agencies can provide higher quality case management services than the current DES system.	5	4	3	2	1
15. Privatized case management will cost less than the current system.	5	4	3	2	1

Child Welfare Privatization Survey: Providers

16. What are some of the possible benefits of privatization (list up to 3)?

17. What are some of the biggest challenges (or barriers) to privatization (list up to 3)?

18. What are the most important things for DES to consider when making a decision about privatization? (list up to 3)

Rate DES' Current Procurement & Monitoring Performance

Please check the box that best describes how you would rate DES' performance	Excellent	Very good	Fair	Not very good	Poor
1. Procurement and contract negotiation.					
2. Monitoring contracts to ensure quality and compliance with contract terms.					
3. Ability to make timely reimbursement.					
4. The level of reimbursement.					
5. The flow of information and communication between DES and providers.					
6. The training provided.					
7. The level of collaboration between DES and providers.					
8. The level of mutual trust and respect.					
9. Rewarding providers for good results.					
10. Holding providers accountable for poor performance.					
11. What is one thing DES could do to improve procurement, contract negotiation, and monitoring?					

Child Welfare Privatization Survey: Providers

Rate Your Agency's Readiness

Please check the box that best describes your current readiness.	Excellent	Very good	Fair	Not very good	Poor
1. Knowledge and full understanding of privatized case management models.					
2. Knowledge and full understanding of risk-or results-based payment options.					
3. Full understanding of the roles of DES workers during all stages in the life of a case.					
4. Understanding of risk and liability.					
5. Current or past experience providing case management for DES or other public sector clients.					
6. Current or past experience handling court-related processes for DES children.					
7. Your agency's current relationship with DES.					
8. The capacity to track and report outcomes, system indicators, fiscal data.					
9. What are the three greatest challenges your agency will face if you assume responsibility for results- or risk-based contract opportunities for case management?					
10. Rank the areas in which your agency is most likely to need help (Rank the top 3): <input type="checkbox"/> Recruitment, training, retention of case managers/supervisors <input type="checkbox"/> Introduction of best practices in case management-(family team, concurrent planning, etc) <input type="checkbox"/> Court-related processes/documentation <input type="checkbox"/> Financial & Risk Management <input type="checkbox"/> IT and Data tracking, reporting systems <input type="checkbox"/> Integration of case management with utilization management <input type="checkbox"/> QA/QI, with a focus on contract compliance and results <input type="checkbox"/> Other (Describe)					

What Did We Fail to Ask...

Please provide any other comments that you think are important for DES to know.

Child Welfare Privatization Survey: Other External Stakeholders (Non-Providers)

Tell Us About Yourself

1. What is your current relationship with DCYF?	Parent or Kin Provider	Foster or Adoptive Parent	FCRB or CASA	Judicial	Other State Agency or Division	Tribal Council	Community Interest	Other (Specify)
Please check one answer.								

2. How long have you had a relationship with DCYF?	Less than 1 year	1-2 years	3-4 Years	5-10 years	11-15 years	Over 15 years
Please check one answer.						

3. What does the term <i>privatization</i> mean to you?

Read the statements and circle the number that best describes how you feel about the statement. If you want to, also tell us why you feel that way.	Strongly agree	Agree	I don't agree or disagree	Disagree	Strongly disagree
	5	4	3	2	1
4. If I had to choose an area to privatize, I would privatize the CPS Hotline function.	5	4	3	2	1
Why?					
5. If I had to choose an area to privatize, I would privatize CPS Investigations.	5	4	3	2	1
Why?					
6. If I had to choose an area to privatize, I would privatize In-Home Case Management.	5	4	3	2	1
Why?					
7. If I had to choose an area to privatize, I would privatize Out-of-Home Case Management.	5	4	3	2	1
Why?					
8. If I had to choose an area to privatize, I would privatize Independent Living Case Management.	5	4	3	2	1
Why?					
9. If I had to choose an area to privatize, I would privatize Adoptions Case Management.	5	4	3	2	1
Why?					
10. If I had to choose an area to privatize, I would privatize Adoption Subsidy Case Management.	5	4	3	2	1
Why?					
11. If I had to choose an area to privatize, I would privatize In-Home Case Management.	5	4	3	2	1
Why?					
12. In general, private agencies can provide higher quality case management services than the current system.	5	4	3	2	1
13. Privatized case management will cost less than the current DES system.	5	4	3	2	1

Child Welfare Privatization Survey: Other External Stakeholders (Non-Providers)

14. What are some of the possible benefits of privatization (list up to 3)?

15. What are some of the biggest challenges (or barriers) to privatization (list up to 3)?

16. What are the most important things for DES to consider when making a decision about privatization? (list up to 3)

17. What affect do you think privatizing certain case management functions may have upon your current relationship with DES?

Rate Current Performance

18. Please check the box that best describes how you would rate DCYF's performance.	Excellent	Very good	Fair	Not very good	Poor
1. The CPS Hotline function.					
2. CPS Investigations					
3. In-Home Case Management					
4. Out-of-Home Case Management					
5. Independent Living Case Management					
6. Adoptions Case Management					
7. Adoption Subsidy Case Management					

What Did We Fail to Ask...

Please provide any other comments that you think are important for DES to know.
